



The GUNFIGHTER

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366th Fighter Wing, Mountain Home Air Force Base, Idaho

June 11, 2004



Lt. Gen. Randall M. Schmidt, 12th Air Force commander, shakes hands with and gives SrA. Beverly Daniels, 366th Medical Operations Squadron, a 12th Air Force commander's coin Tuesday. The medical group was just one of the general's many stops during his two-day visit. (See page 7 for more photos)



Photo by SSgt. Christopher Campbell

Lt. Gen. Schmidt talks with SrA. Brian Schmit, 366th Medical Operations Squadron, during breakfast at the Wagon Wheel dining facility Wednesday. SrA. Schmit was just one airman leadership school student in Class 04F who had the opportunity to discuss the changing dynamics of the Air Force with the general.

Photo by SSgt. Christopher Gish

Newsline

Award winners

Congratulations to A1C **Erin Davidson** for being selected as the First Term Airmen Center's Sharp Troop for Class 04S and Amn. **Jack Loughrey** for receiving the Class 04S Razor Sharp award for excellence in dress and appearance.

366th FW change of command

Col. Blair Hansen, 366th Fighter Wing commander, will relinquish command of the 366th FW to Col. Charles Shugg during an official ceremony June 18 at 2 p.m. at Hanger 201.

AAFES closure

As a show of respect for former President Ronald Reagan's passing, all AAFES facilities on base are closed today except the shoppette.

The shoppette is open from 7 a.m. to 9 p.m.

Social Security seminar

There is a free Social Security retirement benefits seminar for military members and Department of Defense civilians who are retired military members Tuesday from 1 to 2 p.m. in the community center ball room.

A representative from the Boise office of the Social Security Administration will be available to discuss the myriad of different benefits associated with the Social Security Administration and answer questions.

To sign up, R.S.V.P. with TSgt. Stacey Rook at 828-3822 no later than Monday.

726th ACS change of command

Col. Lee Gardner, 726th Air Control Squadron commander, will relinquish command of the 726 ACS to Lt. Col. Gene Lee during an official ceremony Thursday at 10 a.m. at the 726th ACS.

12th AF commander visits Gunfighters

By 1st Lt. Lucas Ritter
Gunfighter public affairs

Lt. Gen. Randall M. Schmidt, 12th Air Force commander, accompanied by his wife, Mrs. Lisa Schmidt, and CMSgt. Michael Lane, the 12th Air Force command chief, visited Gunfighters Tuesday and Wednesday.

The former 366th Fighter Wing commander got a chance to look at the wing's operations, how things have changed and what is in store for Gunfighters in the near future.

Wing leadership prepared several briefings and a tour of several base facilities and current projects that are under construction.

The briefings centered around Gunfighter 2020, which is the vision and long range goals for where the 366th Fighter Wing will be in the year 2020. Wing leadership also presented Lt. Gen. Schmidt the concept of Gunfighter University and told him how this idea will change the way Gunfighters are shaped and molded into better Airmen.

The general and wife were shown some of the bases' major renovation and construction projects. They toured the fitness center and received a briefing by Lt. Col. Glenn Winkler, 366th Services Squadron commander, about how the updated fitness center will help Gunfighters with their fit-to-fight goals.

In addition, Lt. Gen. Schmidt was able to see first hand the improved quality of life for Gunfighters by touring a

housing unit that is already occupied in the new Woodland Groves housing area. The general and CMSgt. Lane also had breakfast with airman leadership school students at the Wagon Wheel Wednesday morning.

The students were given the opportunity to ask questions and get the senior leaders' perspective on the changing dynamics of the Air Force.

Among the issues discussed was the recent decision to change to the Air Expeditionary Force cycle from 15 to 20 months, increasing 90-day rotations to 120 days.

"Going from a 90-day to a 120-day rotation helps the warfighter," said Lt. Gen. Schmidt. "Confidence and familiarity with the theater of operations is critical, and the increase allows for this."

He also said that the five-month extension allows Airmen more time to take advantage of personal and professional development tools like college and gives supervisors and commander's more time to "season" their Airmen before they get deployed.

Mrs. Schmidt also had the opportunity to meet with Gunfighter spouses during her two-day visit. She met with members of the enlisted spouses club during lunch Tuesday, and she met with members of the officers spouses club over breakfast Wednesday to address issues and give insight to each organization.

Lt. Gen. Schmidt, Mrs. Schmidt and CMSgt. Lane returned to 12th Air Force headquarters at Davis-Monthan AFB, Ariz., Wednesday morning.

Commander's Hotline

This Hotline is your direct line to me.

It's your opportunity to make Mountain Home AFB a better place to live and work.

I review every response to Hotline questions, but functional experts prepare most responses.

If possible, you should first contact the organization responsible for the problem or function.

Your first sergeants, commanders and agency chiefs want to help, so please let them try.

If you do not know how to proceed or if you have already tried your chain of command, then do not hesitate to contact the Hotline at 828-6262 or CommandersHotline@mountainhome.af.mil.

Not all Hotlines are published, but if you leave your name and phone number or e-mail address, I will make sure you get a reply.



Col. Blair Hansen

Col. Blair Hansen
366th Fighter Wing commander

Last DUI:

(As of noon Thursday)

366th Aircraft Maintenance Squadron

Days without a DUI:

10

AADD made 9 saves in June, 139 in 2004

Symbolism folded into each flag

(Editor's note: The following script was provided by the 366th Fighter Wing Honor Guard and is used as a narrative in many events such as retirements and funerals where a flag folding ceremony is performed.)

Prelude: "No flag ever devised by man has so clearly expressed the ideals of true democracy in its design ... It has been literally the guiding star of our pioneers, explorers, humanitarians and soldiers.

It has interwoven its threads into the texture of every chapter of our national romance. No adult or child can comprehend the majesty of the history of the United States who is ignorant of the story of Old Glory.

A thoughtful mind, when it sees a nation's flag, sees not the flag, but the nation itself. And whatever may be its symbols, its insignia, one reads chiefly in the flag, the government, the principles, the truths, the history that belongs to the nation that sets it forth. The American flag has been the symbol of liberty, and men and women rejoice in it.

First fold: The first fold represents our country, our unity as a nation. This flag which we honor and under which we serve, is the emblem of our unity, our power, our thought and purpose as a nation. It has no other character than that which we give it

from generation to generation. The choice is ours.

Second fold: The second fold is a symbol of our service core values – service above self, integrity and excellence in all we do.

Third fold: The third fold is made in honor and remembrance of all veterans who have departed our ranks after selflessly giving a portion of their life for the defense of our country and to guard the freedoms we enjoy.

Fourth fold: The fourth fold represents our meeker nature, for as American citizens trusting in God, it is to him we turn in times of peace as well as in times of war for His divine guidance.

Fifth fold: The fifth fold is for the young corporals and sage sergeants; for captains and majors; for the buck privates, who without benefit of grenades, trench mortars, or tanks, fought the war to end all wars. They found themselves fighting valiantly in the bloody trenches of Europe, with nothing to guide them but the flag of our country.

Sixth fold: The sixth fold reminds us of the six battle-weary fighters who vigilantly struggled to the top of Mount Suribache on

Iwo Jima during World War II. Once there, they proudly raised above the battle our flag – the symbol of freedom, democracy, government of the people, by the people and for the people.

Seventh fold: The seventh fold shows the number of red stripes found on our flag. Red, the color of our blood, signifies the hardiness and valor shown throughout our history when young men and women have been called upon to defend our country. The real foundation of our liberty is solidified by the red blood of all who died for the ideals of our great nation.

Eighth fold: The eighth fold stands for the white on our flag. It signifies the purity and innocence of

our children and calls upon us all to ensure our highest beliefs of liberty, honor and country are carried forward from generation to generation.

Ninth fold: This ninth fold commemorates the blue in our union, which stands for vigilance, perseverance, and justice. The blue reminds us that our country is a new constellation among governments – one founded on the highest of moral principles.

Tenth fold: The tenth fold is a tribute to our families; for it has been through their faith, love, loyalty and devotion our men and women have been able to serve this great nation.

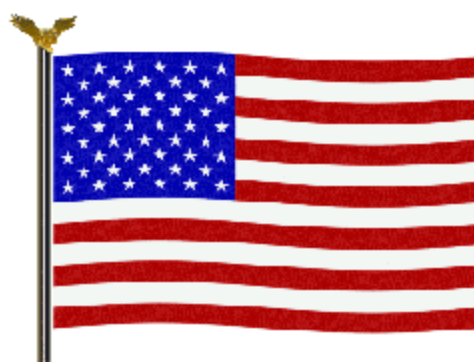
Eleventh fold: The eleventh fold is for our fallen comrades – those deceased, prisoner of war and missing in action; it is in recognition of their sacrifice.

Twelfth fold: The twelfth fold represents an emblem of eternity and glorifies, in our eyes, one nation, under God, indivisible with liberty and justice for all.

Tuck: As we tuck the last fold into the flag, we are reminded of (military member's name), who has served a long and honorable career. This fold is for you, for your conscientious and faithful dedication to duty and country - for the more than (number of years in service) devoted years spent in the defense of our nation and the principles for which we and our flag stands.

(Note: Honor Guard presents the flag to the appropriate party while these words are spoken.)

We present this flag with this dedication: The flag of our country, what higher assurance of sympathy, honor, and trust could we give? The crown of our fathers' unflinching endurance. This is the emblem of all you have sworn to defend – of freedom and progress, with order combined, the cause of the Nation, of God and Mankind."



Editorial staff

Col. Blair Hansen
Commander
Maj. Kelley Thibodeau
Chief, Public Affairs
1st Lt. Lucas Ritter
Chief, Internal Information
SrA. Chawntain Sloan
Editor
SrA. Sergio Aguirre
Staff Writer

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Deadlines: All articles intended for publication in The Gunfighter must be submitted to the 366th Fighter Wing, Public Affairs Office, 366 Gunfighter Ave., Bldg. 512, Suite 314, Mountain Home AFB, Idaho 83648, by noon Friday. All submissions will be considered for publication based on news value and timeliness. Every article and photograph will be edited for accuracy, clarity, brevity and appropriateness. All articles will be edited to conform with the AP Stylebook and Libel Manual as stipulated in Air Force Instruction 35-101.

Coverage: Coverage of upcoming events should be arranged in advance by calling the public affairs office at 828-6800 or by sending an electronic message to pa.news@mountainhome.af.mil.

Classified Ads: Free classified advertisements of a non-commercial nature are published in The Gunfighter on a space-available basis. Free advertising is limited to Air Force people (active and retired), Department of Defense civilian employees and their family members. Ad forms are available in Bldg. 512. Deadline for free classified advertisements is 5 p.m. Monday.

Rack 'em up – Annual Gunfighter winners



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12th Air Force 3

Bush, Rumsfeld, Powell offer condolences on Reagan's death



Courtesy photo

Former President Ronald Reagan salutes a cadet at the U.S. Air Force Academy commencement in Colorado Springs, Colo., May 30, 1984.

By Sgt. 1st Class Doug Sample
American Forces Press Service

WASHINGTON -- President Bush called the news of former President Ronald Reagan's death "a sad hour in the life of America."

"A great American life has come to an end," President Bush noted.

Secretary of Defense Donald Rumsfeld and Secretary of State Colin Powell also joined the many offers of condolence.

The former president died of pneumonia June 5 in California. He was 93 and had Alzheimer's disease.

Bush's words came during his trip to Europe to commemorate D-Day celebrations June 5 through 6.

He said he had spoken with former first lady Nancy Reagan and offered the Reagan family his prayers and condolences.

In a White House press statement, the president said the former president won "America's respect with his greatness, and won its love with his goodness."

"He had the confidence that comes with conviction, the strength that comes with character, the grace that comes with humility and the humor that comes with wisdom. He leaves behind a nation he restored and a world he helped save."

Recalling Reagan's legacy, President Bush noted the former president helped "lay to rest" an era of "division and self-doubt" in America. And because of the former president's leadership, "the world laid to rest an era of fear and tyranny," he said.

"Now, in laying our leader to rest, we say thank you," the president said.

"He always told us that for America, the best was yet to come. We comfort ourselves in the knowledge that this is true for him too. His work is done, and now a shining city awaits him.

"May God bless Ronald Reagan," the president said.

Defense Secretary Donald Rumsfeld was traveling in southern Asia when Reagan died and issued a statement en route back to the United States.

"President Ronald Reagan's resolve in the defense of freedom helped to change the course of modern history," Defense Secretary Rumsfeld said.

"Among his many legacies, he restored America's pride in the men and women who wear the military uniform. This modest man of good humor had the conviction and personal courage to provide our nation and the free world with directional leadership at a time when it was so sorely needed.

"My thoughts and prayers are with Nancy and the Reagan family," Defense Secretary Rumsfeld stated.

Secretary of State Colin Powell, also traveling abroad, said he was "deeply saddened" to learn of the death of former president.

"President Reagan fueled the spirit of America," Secretary of State Colin Powell. "His smile, his optimism, his total belief in the ultimate triumph of democracy and freedom, and his willingness to act on that belief, helped end the Cold War and usher in a new and brighter phase of history."

Secretary of State Powell said he was "privileged" to serve as Reagan's national security adviser and that he was "proud to be a soldier" during his presidency. He said that President Reagan "restored the morale and fighting prowess of our Armed Forces."

Chief's Sight Picture

Adapting the AEF: Longer deployments, more forces

By Gen. John P. Jumper
Air Force chief of staff

For the past 12 years, our Air Force has adapted to the demands of a changing world.

Beginning in the early 1990s, we developed composite wings, expeditionary organizations and crisis-response packages that allowed us to rapidly deliver combat capability to combatant commanders. In 1998, we formalized the structure into ten Air Expeditionary Force packages.

These responsive air and space capabilities allow us to present forces in a consistent manner and conduct military operations across the spectrum of conflict. Throughout the late 1990s, our AEF concept of operations has proven itself time and again. Even with the high demands of Operations Enduring Freedom and Iraqi Freedom, our AEFs surged to support the combatant commanders' warfighting and deterrence missions, employing nearly eight AEFs of combat forces.

When major air and space operations diminished last year, we began the process of reestablishing the AEF battle rhythm. Our reconstitution target was March of this year, but the continued demands of global operations, additional contingencies in other theaters and a tasking to support Army operations with 2,000 of our expeditionary combat support forces required us to reassess our planning assumptions and to adjust our AEFs to a new mission set.

Simply put, the demands on our deployable forces have not diminished and are not expected to decline for some time. We have a new rotational requirement for nearly 20,000 Airmen – about three times the demand prior to September 11, 2001. Further, the Air Force component commander in the Central Command area of operations has asked us to deploy people for longer tour lengths to allow greater continuity for expeditionary commanders in the field.

To adapt to this new set of circumstances, I've directed a change to the AEF rotational cycle and have asked our major commands to expand the pool of deployable Airmen in each AEF.

Beginning with AEF Cycle 5 in September 2004, the baseline deployment will be 120 days vice 90, and the AEF cycle will change from a 15-month rotational cycle to a 20-month cycle. We will continue to expect that each Airman will deploy only once during each cycle, although some stressed specialties will deploy longer and in greater frequency until manpower levels are adjusted or the theater requirements diminish.

For those already deployed in AEFs 7/8 (March through May) and those deploying in AEF 9/10 (June through August), it is our intent to stick to our 90-day deployment cycle. For those identified to deploy in AEF 1/2 (September through November), you should prepare to be gone a minimum of four months. This evolution of the AEF is not a temporary adjustment. More appro-

priately, it is recognition of new demands around the world for air and space power.

It is important to remember several fundamental principles regarding our AEF concept of operations. First, we are not changing the basic composition of each AEF; each will continue to provide about five air expeditionary wings and six air expeditionary groups of capability during each vulnerability period. Our low density/high demand units will continue to follow DOD-approved deployment guidelines.

Finally, Air Force global mobility forces will continue to follow our AEF presence policy, with mobility aviation units postured in multiple AEFs to support the U.S. Transportation Command mission and other combatant commander needs.

The 20-month cycle will continue to provide commanders and Airmen the ability to plan ahead, allowing a sense of predictability while providing greater continuity to the in-theater commander. Still, I recognize longer deployments will present challenges to our Reserve component, possibly affecting the number of Air Reserve Component volunteers and requiring selected use of presidential mobilization authority. We will manage these matters very carefully, ensuring equity and fairness across the total force.

In addition to extending tour lengths, it is my intent to expand our pool of deployable Airmen from our current level of about 272,000. I have asked all of our major commands to aggressively review the assumptions upon which they exclude Airmen from

our AEFs and take immediate steps to maximize those postured in the Air Force Worldwide UTC System and our AEF libraries. The MAJCOMs will posture the maximum number of manpower authorizations into standard UTCs, and if required, we will develop new ones to provide additional expeditionary capabilities. Residual authorizations will be postured into associated UTCs and will be coded to support AEF requirements across the range of military operations.

Let me be perfectly clear – in our Air Force, every Airman is expeditionary, every

Airman will know his or her place in the AEF system and every Airman will be prepared to support the combatant commander, whether deployed in the continental United States via reachback or employed at home station. If you are wearing the uniform of the United States Air Force, you are a part of the AEF.

We are at war today, and will remain engaged around the globe against a brutal and resilient enemy. Every Airman – active, Guard, Reserve and civilian – must be focused on our national commitment to the Global War on Terrorism. Our job is to deploy and deal with terrorists wherever they are in the world so we never again have to deal with them on our own soil. You will be the difference between our success and failure in this vital cause. Once again, I want to thank each and every one of you for your dedication, professionalism and service to our nation.

Gunfighter University: *A new culture for training, educating Airmen*

By Capt. Brad Kornreich
366th Fighter Wing

Air Combat Command Commander Gen. Hal Hornburg's three tasks for ACC wings are to develop and take care of Airmen, be prepared to deploy and be prepared to fight. Over the past several months, a special project team has refined an initial concept of the 366 Fighter Wing commander's number one priority: developing Airman.

Gunfighter University's roots stem from the 366th Maintenance Group's creation of a method of more efficient and effective training for crew chiefs. Faced with a very large number of new F-16 crew chiefs and a shortage of trainers, combined with the requirement to continue sortie production, the maintenance group commander instituted a university concept to focus on developing the Air Force's best F-16 crew chiefs. The concept has been hugely successful and has been expanded throughout the maintenance group.

The wing commander has further expanded the maintenance university concept into Gunfighter University – broader in scope and organized in separate colleges, much the same as a university. Included in Gunfighter University are the colleges of combat readiness, maintenance, professional development, operations, personal development and medicine.

Gunfighter University is a culture to develop all Gunfighter Airmen and their families. An airman leadership school student

asked wing leadership what is different about this concept – a great question. Too many Air Force training programs and courses are not rigorously structured with clear schedules and objectives. Others are very well structured with career progression timelines clearly identified. Gunfighter University is a concept to build the structure for Airmen development during the time an Airman and his or her family are assigned to the 366th FW.

A first term Airman will have a structured plan for his or her development from the first term airman course, on-the-job training and career development courses for professional and technical training; a time for the “be prepared to deploy” training such as small arms, self-aid and buddy care and Law of Armed Conflict; and a time for “be prepared to fight” training such as follow-on small arms, post attack reconnaissance and chemical warfare training.

At a defined point, the Airman will be expected to begin work toward a college degree through the Community College of the Air Force or other civilian colleges. Physical, spiritual and other personal development will be included in the Airman development process of Gunfighter University.

Other Gunfighters come to the 366th FW further along in their career development. Gunfighter University will provide structure for their continued development as well as professional, personal and physical development programs tailored to their development needs.

This concept sounds much like any college in the nation. But the difference between those other colleges and Gunfighter University is profound – Airmen are developed for the purpose of deploying and fighting our nation's battles. We have examinations, but the tests for Gunfighters are under deployed and combat conditions with much more at stake. At the end of an Airman's assignment to the 366th FW, the Airman will “graduate” and take the “Gunfighter degree” to his or her next duty assignment – a better person, a better Airman.

The university's professional development goes well beyond traditional professional military education. In fact, GU is stepping ahead of what the Air Force is already doing relative to the professional development center.

Professional development includes providing the facilities and instruction to integrate and coordinate fragmented training as well as training every Air Force Specialty Codes' combat core tasks. Combat core tasks are those functions that each Gunfighter performs in combat.

Day-to-day jobs frequently do not allow Airmen to learn combat tasks. Combat-related training is also fragmented. For example, self-aid and buddy care is taught by a whole host of instructors in the wing, and the quality of instruction is variable. The GU concept will consolidate training functions and physical spaces to provide better and more consistent combat-related training.

Personal development is also important. Through the betterment of Air Force members comes the betterment of Gunfighters and the Air Force as a whole.

Currently, the physical space available within the education center is growing inadequate; however, a new centralized facility will deliver the means to develop Airmen and their families to include functions such as the family support center.

A large part of the GU design is a social atmosphere to create a magnet to help Airmen explore their future interests as well as achieve milestones needed for their careers.

A student union is envisioned to have the facilities and environment that is conducive to personal development. For example, a spouse may go to class in the evening while children have a place to eat, study for school in the library, and possibly watch a movie in the base theater inside the facility.

Finally, a warrior is ineffective if he or she is not physically ready to meet the rigorous challenge faced while deploying to and being in combat.

A new gym is planned in the closely linked Gunfighter 2020 vision, but for funding reasons, it is best to not incorporate it into the GU proposal. The vision is that a new gym would be adjacent to the main campus of GU, thereby completing the third ring in the trinity of Gunfighter University.

Gunfighters may view the display of a notional Gunfighter University building concept at wing headquarters, Building 512, on the second floor.





Jack Wyngaard, family support center, gives Mrs. Lisa Schmidt some brochures about activities on base and the surrounding area.

12th Air Force commander, chief tour 366th FW



Photos by SSgt. Christopher Gish

CMSgt. Michael Lane, 12th Air Force command chief, discusses the importance of leadership with airman leadership school students from Class 04F Tuesday. CMSgt. Lane accompanied Lt. Gen. Randall M. Schmidt, 12th Air Force commander, during Lt. Gen. Schmidt's two-day visit. (See page 1 for related story and more photos)

